[CompanyName]

[CompanyAddress]

Phone: [CompanyPhone]

Quality Management System (QMS) Manual

Operating Policies of the [CompanyName] Quality System

Management acceptance

This QMS Manual has been reviewed and approved.

Approved By: (Name / Title)	[PresidentName], President		
Signature:	*[PresidentName]*	Effective Date:	[Date]
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Revision History

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[Date]	Quality Manual	0	Initial Issue	[PresidentName]

QUALITY MANAGEMENT SYSTEM MANUAL

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CROSS REFERENCES

The [CompanyName] Quality System complies with ANSI/ISO/ASQ Q9001-2015: Quality management systems – Requirements

ISO 9001 Clause	Requirement (gist)	Manual policy section(s)	Supplemental procedure(s)	Records / forms (critical only)
4.1	Context of the organization	QM: Context & QMS Overview	—	—
4.2	Interested parties (determine, monitor)	QM §4.4; POC/Comms note	SOP 07 (POC/Comms)	POC/Comms List
4.3	Scope & exclusions	QM §1.1–1.3 (Scope & Applicability)	—	—
4.4	QMS & processes	QM: Structure of QMS; Roles/Interfaces	SOP library (index)	—
5.1.1	Leadership & commitment	QM: Leadership & Commitment	SOP 27/28 (results feed MR)	Audit reports; MR minutes
5.2.1/5.2.2	Quality policy (content, comms, review)	QM: Quality Policy section	—	—
5.3	Roles, responsibilities, authority	QM: Roles/Authorities; Appointments	SOP 02; SOP 03	Org Chart; Appointment letters
6.1	Risks & opportunities (plan actions)	QM §1.8; §4.5, §5 (coordination)	SOP 06; SOP 18/19/20; SOP 11	ITP; planning/prep records; Change logs
6.2	Quality objectives & planning	QM: Policy/Objectives; MR inputs	SOP 28 (feeds MR)	Objectives/KPIs; MR pack
6.3	Planning of changes	QM §1.9; Ops release	SOP 11; SOP 29/30; SOP 31 (if drawing/CAM)	Change Impact Checklist; Change/RFI Logs; revised docs
7.1.1–7.1.4	Resources (people/infra/env)	QM §1.7; Operations	SOP 08; SOP 32/33	Training plan & log
7.1.5	Monitoring & measuring resources (IMTE)	QM §10.3; §16 (records)	SOP 15	IMTE Register; Cal certs; Verification log; OOT report
7.2	Competence	QM §3 QA/QC Plan; 3.7 Project Quality Training Plan, QM: Training/Competence	SOP 08; SOP 04	Training matrix; qualifications
7.3	Awareness	QM §5 meetings	SOP 17/20/21	Meeting minutes; daily QC
7.4	Communication	QM §3.6; §5.3 Weekly QC	SOP 07	POC/Comms List; Comms plan
7.5	Documented information	QM §16 Doc & Records Control	SOP 29 (Docs); SOP 30 (Records)	Doc register; rev logs; records index
8.1	Operational planning & control	QM §3 QA/QC Plan; §3.5 ITP	SOP 06; SOP 18/19/20; SOP 32/33	Project ITP; planning/meeting records

8.2	Requirements for products/services	QM §4 Contract Specs; Submittals	OP 10; SOP 12	Submittal Register; Transmittals
8.3	Design & development (or interface)	QM §6 Design Interface	SOP 31	Submittal/approval log; drawing/CAM rev evidence via Traveler
8.4	Control of external providers	QM §9 Purchasing	SOP 34; SOP 16	AVL; Supplier evals; PO quality checklist
8.5.1	Control of production & service provision	QM §3 Project QA/QC; §11 Inspections & Tests; §7 Control of Changes	SOP-06 ITP; SOP-18 Work Task Review; SOP-19/20 Preparatory/Pre-Task; SOP-15 IMTE; SOP-14 Material ID; SOP-34 External Providers	Approved ITPs; ITRs/Checklists; Material Receiving Log; IMTE/Calibration; Status ID; Change log
8.5.2	Identification & traceability	QM §10.4; §11.1	SOP 14	Trace logs; Piece tags; Lot/batch logs
8.5.3	Property of customers/providers	QM §11.4	— (use SOP 14/SOP 30 evidence)	Receiving/Inspection Log (if applicable)
8.5.4	Preservation (handling, storage, protection, packaging)	QM §10.5–10.8 Preservation/ Storage / Use	SOP-14 Material ID & Storage; SOP-16 PO Quality Reqs; SOP-06 ITP preservation checks; SOP-23 Inspection & Test Records	Receiving/Storage logs; Preservation checks; Packaging/Protection notes; NCRs
8.5.5	Post-delivery activities	QM §12.14; §3.9	SOP 24	Closeout package; O&M records; Customer Survey
8.5.6	Control of changes	QM §7; §10.7; §11.12; §12.15	SOP 11; SOP 31; SOP 29/30	Change Log; revised Drawings/CAM/ITP/Travelers; withdrawal proof
8.6	Release of product/service	QM §12.11 Status; §12.14 Closeout	SOP 23; SOP 24	Signed ITPs; status ID; punchlist closure
8.7	Nonconforming outputs	QM §13	SOP 25	NCR form/log; CARs
9.1.1/9.1.2	Monitoring, measurement, analysis	QM §5.4 Daily; §5.5 Monthly; §15 Audits	SOP 21/22; SOP 27/28	Daily/Monthly QC; audit reports
9.1.3	Customer satisfaction	QM Policy; §15.3 MR inputs; Closeout	SOP 24	Customer Satisfaction Survey; final review minutes
9.2	Internal audit	QM §15.2 Project Audit; §15.1 Overview	SOP 27 (Project); SOP 28 (Company-wide)	Audit plan/schedule; audit reports; CARs
9.3	Management review	QM §15.3 Management Review	— (Manual governs)	MR agenda; metrics pack; action log
10.1	General improvement	QM §14 Continual Improvement	SOP 25; SOP 27/28; SOP 21/22; SOP 24	MR minutes; audit trend summary; CAR/NCR trend; monthly QC
10.2	Nonconformity & corrective action	QM §13.2/13.3	SOP 25	NCR/CAR; effectiveness verification

10.3	Continual improvement	QM §14	SOP 26	MR minutes; audit CAR trend (no separate CI log required)

1. [COMPANYNAME] QUALITY MANAGEMENT SYSTEM

1.1. PURPOSE AND SCOPE

This Quality Management System (QMS) defines how [CompanyName] plans, executes, verifies, and continually improves construction services in accordance with ISO 9001:2015. The QMS applies to all projects performed by [CompanyName] and to supporting activities carried out from our offices and project sites.

The QMS excludes manufacturing/fabrication activities. Work is limited to construction and related service provision in the field, including planning, coordination, installation, inspection, testing, commissioning support, turnover, and closeout within the contracted scope.

1.1.1. CONTRACT-SPECIFIC SCOPE AND EXCLUSIONS:

Defined in each project's contract and Project QA/QC Plan. These clarify what is in/out of our scope (e.g., certain specialty trades, OEM start-ups, commissioning/TAB by others) without changing the overall QMS scope.

1.2. SITES/FUNCTIONS/ SERVICES COVERED:

- Corporate functions that plan, direct, and control quality.
- Field construction services (receipt, identification, storage/preservation, installation, inspections/tests, and turnover activities as specified).
- Externally provided processes, products, and services, controlled per supplier/external-provider procedures.

1.3. STRUCTURE OF QUALITY SYSTEM

Good documentation is critical for a functional quality management system and must demonstrate effective planning, operation, and control of [CompanyName] quality processes. The [CompanyName] QMS includes the Quality Manual, Project-specific Quality Plans (ITPs), Standard Operating Procedures, inspection and test procedures, and work instructions.

The [CompanyName] Quality Management System consists of the following documents:

- QMS Manual
- Product-specific Quality Control Plan
- Standard Operating Procedures
- Inspection and Test Procedures
- Work Instructions.

The Corporate Quality Manager prepares all quality procedures and instructions and identifies the responsible persons or persons who implement them.

1.4. LEADERSHIP & COMMITMENT

Top Management establishes the Quality Policy and measurable objectives, provides the resources needed to achieve them, and ensures this Manual and its procedures are implemented and maintained. Leadership promotes process-based thinking and risk-based planning, assigns responsibility and authority for quality at project and company levels, and reviews performance during Management Review. Leadership empowers the Corporate Quality Manager and Project QA/QC Managers to accept/reject work and to stop work when quality is at risk. The Senior Manager ensures resources, competence, and calibrated/verified instruments are available when needed. Project Managers plan and coordinate field execution and schedule customer hold/witness points; Superintendents/Field Leaders direct in-process quality and evidence capture. All supervisors and employees support nonconformance control and timely corrective action in accordance with company policy.

1.5. [COMPANYNAME] QUALITY POLICY

[CompanyName] is committed to delivering compliant, on-time, and fit-for-purpose products and installations that meet customer, code, and specification requirements. We will:

1. Understand requirements — Review contracts, codes, drawings/specs, and industry standards; clarify roles field installation; and plan inspections/tests accordingly.
2. Build competence and provide resources — Ensure personnel competency, maintain IMTE/verification, and provide suitable equipment and environment for field work.
3. Manage external providers — Qualify and monitor suppliers and any outsourced specialty services or off-site preparations to ensure conformance with material specifications and delivery requirements.
4. Use risk-based thinking and pursue improvement — Identify and act on risks and opportunities, control nonconforming outputs, analyze performance, and drive continual improvement via corrective actions and management review.

1.5.1. COMMUNICATION & CONTROL

The Quality Policy is briefed at induction and project start-up and posted at points-of-use; it is controlled as documented information per SOP-29/30. Review Suitability is reviewed during Management Review.

1.5.2. MEASURABLE QUALITY OBJECTIVES:

- On-time delivery to required milestone dates.
- ITP compliance rate for field checkpoints.
- NCR rate and closure time for nonconforming outputs.
- Customer satisfaction (complaints/commendations; survey results).

Customer satisfaction is evaluated at close-out through a brief survey and documented feedback during the final review meeting. Results are recorded, trended, and reviewed during Management Review; actions are assigned when results fall below targets.

1.5.3. Key Performance Indicators (example)

- First-pass submittal acceptance rate (A/AR).
- ITP checkpoint on-time completion (%).
- NCR closure cycle time (days).
- Punch items per 100 LF at substantial completion.

1.6. Resource Management

1.6.1. Provision of Resources

The President ensures that the resources needed to implement and improve the quality management system and to address customer satisfaction are available.

1.6.2. Facilities

Appropriate buildings, workspace, and associated utilities are maintained. Suitable equipped workplaces with appropriate hardware and software are provided. Additional space is available to meet growing needs. Records are maintained.

1.6.3. Human Resources

The President forms a project management team consisting of enough quality representatives to provide timely and accurate quality oversight of work activities.

The Project Manager ensures adequate staffing for effective operation of the Quality System and to ensure customer satisfaction on the project in light of safety, fiscal, schedule, and other constraints.

1.6.3.1. Training cross reference

Competence, awareness, and required certifications are planned and documented in the Project Quality Training Plan (Sec. 3.7).

1.6.4. Equipment Resources

At least annually, the President and/or senior management evaluates the need for equipment replacement as part of the Annual Company Quality System Audit review including the review of equipment maintenance costs.

1.7. Risks & Opportunities —Installation

[CompanyName] applies risk-based thinking to prevent nonconformity and improve performance across field operations, including:

1. Identify — Use planning meetings, NCR trends, supplier KPIs, and internal audits to identify risks/opportunities.
2. Plan — Assign controls/mitigations (e.g., first-off validation, batch-log checks, packaging standards, coordination reviews).
3. Implement — Integrate actions into ITP, checklists, supplier conditions, and PM schedules.
4. Review — Monitor metrics (first-pass yield, ITP conformance, NCR rate, supplier OTIF) and adjust actions through Management Review.

1.8. PLANNING OF CHANGES

[CompanyName] will plan organizational and project-level changes so that product and service conformity, process effectiveness, and quality objectives are maintained. This policy applies to changes arising from contract directives (e.g., RFIs, bulletins/ASIs, change orders), drawing/model/CAM revisions, supplier or material substitutions, equipment or software updates, modifications to inspection/test methods or ITP hold points, and adjustments to roles or responsibilities.

Before implementation, the change will be defined and assessed for its effects on:

- Acceptance criteria and compliance with the contract, applicable codes, and standards.
- Resources and competence, including availability of calibrated instruments, tooling, materials/lots, and access equipment.
- Responsibilities and authorities for approvals, inspections, and release; and
- Documented information to be revised.

The Corporate Quality Manager is accountable for the adequacy of this planning. The Project Manager coordinates field execution and schedule interfaces, and the Senior Manager ensures resources are provided.

No physical work will proceed on changed scope until the current, approved revision is at point-of-use and superseded information is withdrawn (see Sec. 15.3). When customer witnessing is required, the Corporate Quality Manager will ensure hold/witness points are scheduled on the ITP and communicated prior to starting the affected work.

Planned actions will include revision and control of the affected documents (e.g., drawings/CAM, ITP lines and checkpoints, field checklists, submittals, PO quality policies), communication of the change to field, and procurement, and verification that crews and inspectors are briefed and ready. Records will include the updated Change Log and the revised documents, together with evidence of communication and withdrawal of superseded information. Where changes affect customer requirements or product conformity, the formal Change Control process will be used (SOP-11), and disposition will be recorded.

The Corporate Quality Manager will verify that planning is complete and that objective evidence exists prior to release of work under the changed conditions. Escalation to the President is required when the change affects contract scope, cost, schedule, or introduces a deviation

requiring customer approval. Related procedures and records include SOP-11 (Change Control), (Document & Records Control), SOP-06 (ITP), the Submittal Register, RFI Log, and the Change Log.

Where changes affect externally provided activities (e.g., specialty subcontractors, testing laboratories, OEM services), the change plan defines interface responsibilities, updated ITP hold/witness points, and the records to be collected at release.

Design Interface / Shop Drawings & CAM:

Revisions to drawings/models/CAM are planned per the company policy 'Planning and Control of Changes'; superseded information is withdrawn at point-of-use (see Doc Control).

Purchasing / External Providers: Supplier/material substitutions and PO quality clauses changes are planned per 'Planning and Control of Changes' and recorded in the Change Log.

Field Installation: Any change affecting field installation or checklists is planned per 'Planning and Control of Changes'; hold/witness points updated on the ITP.

Document & Records Control: Change records include the Change Log and revised documents; evidence of communication and withdrawal of superseded information is retained.

2. QUALITY SYSTEM MANAGEMENT AND RESPONSIBILITIES

2.1. APPOINTMENT & DELEGATION

The President appoints the Corporate Quality Manager and delegates authority to accept/reject work, stop work for quality risk, and allocate resources. The Corporate Quality Manager appoints Project QA/QC Managers per project. Acting authority during absences is documented on the Project Organization Chart and communicated to all supervisors.

2.2. QUALITY DUTIES, RESPONSIBILITIES, AND AUTHORITY

[CompanyName] defines responsibilities, authorities, and interfaces for field installation to align with ISO 9001 and the company's SOP/ITP workflow.

2.2.1. PRESIDENT (TOP MANAGEMENT)

Executive owner of the Quality Policy, resources, and continual improvement.

Responsibilities

- Approve and communicate the Quality Policy and quality objectives.
- Assign and empower QA/QC leadership; resolve resource conflicts.
- Review Management Review outputs; remove barriers to quality (staffing, tools, budget).
- Final authority on escalated NCR/CAR dispositions with customer impact.
- Approve AVL criteria and supplier disqualifications.

Authority

- Final approval: Quality Policy, Management Review actions, supplier disqualifications.
- Company-wide Stop-Work Authority for safety/quality risk.

2.2.2. SENIOR MANAGER

Owns project execution quality from buyout → installation → turnover.

Responsibilities

- Ensure each project has a Project ITP; assign responsible inspectors.
- Oversee Procurement to include QA policies on POs (traceability, certifications, preservation, submittals).
- Ensure material ID/traceability are maintained.
- Confirm field resources: calibrated instruments, tools, access equipment.
- Review Daily/Monthly QC reports; clear blockers; drive closure of punch and NCRs.

Authority

- Approve ITPs, submittal schedules, and vendor selection within AVL policy.

- Pause work packages for quality issues (project-level Stop-Work Authority).

2.2.3. CORPORATE QUALITY MANAGER (OVERSEES PROJECT QA/QC MANAGER)

Single-point owner of the project quality system; ensure policy → procedure → objective evidence.

Responsibilities

- Approve the Project ITP; assign hold/witness points and link acceptance criteria (spec/drawing).
- Audit document control at point-of-use (only current revisions).
- Trend NCR/CAR, test results, and internal audit findings.
- Schedule internal quality audits; convene quality coordination and start-up meetings; report metrics to VP.
- Conduct quarterly "go-see" audits of field for withdrawal of superseded information at point-of-use.
- Review the top three recurring NCR root causes quarterly and assign preventive actions with owners/due dates.
- Serve as the customer's single quality liaison for inspections/acceptance criteria disputes.
- Approve IMTE scope/intervals and verify 100% certificate availability before commissioning activities.

Authority

- Accept/Reject product at release points; request additional inspections/tests.
- Approve NCR dispositions except those escalated to VP.

2.2.4. PROJECT QA/QC MANAGER

Executes the ITP and maintains quality records—receiving and field installation checks.

Responsibilities

- Perform/coordinate receiving inspection (lot/heat/batch, condition, storage location, certifications).
- Verify in-process checks, and final batch acceptance.
- Verify field installation.
- Maintain IMTE register; schedule calibration/verification and manage OOT investigations.
- Issue NCRs; track CAR actions; compile turnover record package.
- Build the ITP calendar with the PM and post hold/witness dates weekly.
- Deliver pre-activity quality briefings to crews (what/where/how to measure).
- Perform daily spot checks on project completeness.
- Coordinate test setups and ensure instrument certificates are attached to reports.

Authority

- Sign inspection/test acceptance; quarantine product and stop operations within scope.

2.2.5. PROJECT MANAGER

Plans and coordinates field execution to meet scope, schedule, budget, and quality requirements.

Responsibilities

- Develop and maintain the Submittal Register and Transmittals; secure timely approvals for equipment.
- Translate the approved submittals and drawings into a field ITP schedule (who/when/where inspections occur), coordinating with the Project QA/QC Manager for technical acceptance criteria.
- Coordinate RFIs/ASIs/COs; ensure field crews work to the current revision; communicate changes to Field Leaders and QA/QC.
- Sequence work with other trades.
- Ensure calibrated instruments, and required tools are available on site prior to the relevant ITP checkpoints.
- Verify Daily/Weekly QC activities are performed and documented (Field Installation Checklist, Logs).
- Support NCR containment and CAR actions in the field; track to closure and mitigate schedule/cost impacts.
- Coordinate tests and inspections with the customer (hold/witness points) and third parties as required by contract.
- Manage closeout deliverables: punchlist burn-down, test reports, O&M manuals, as-builts/redlines, training records, and customer satisfaction survey.

Authority

- Approve submittal packages and distribution; request/approve RFIs and Change Order proposals per delegation of authority.
- Commit to ITP scheduling and resource allocation for field activities (not technical acceptance criteria).
- Initiate work pauses for contract/safety/coordination risks and escalate quality-related stop-work to the Corporate Quality Manager or Senior Manager.

Interfaces

- Corporate Quality Manager & Project QA/QC Manager – technical acceptance, ITP checkpoints, NCR/CAR process.
- Superintendent – daily work planning, manpower/equipment, in-process checks, punchlist.
- Procurement – delivery dates, quality clauses on POs, certificates, and documentation requirements.
- Owner/Engineer/GC – submittals, RFIs, schedule interfaces, hold/witness coordination.

2.2.6. SUPERINTENDENT

Delivers code/spec-compliant installation in the field.

Responsibilities

- Deploy crews to meet ITP checkpoints; maintain protection and cleanliness before close-up.
- Ensure installations per drawings.

- Contain NCRs; support QA with evidence and re-inspection.
- Run daily pre-task quality checks, clearances, protection) before starting work.
- Ensure evidence photos and checklists are uploaded the same day to project records.
- Verify code and standards compliance before close-up, log exceptions for QA.

Authority

- Accept/reject in-process work prior to QA sign-off; request RFIs for clarifications.

2.2.7. All Employees: Quality Duties, Responsibilities, and Authority

All employees have quality responsibilities that include:

- Conformance to project quality requirements
- Compliance with the project quality plan
- Meeting or exceeding all applicable regulations, codes, industry standards, and manufacturer specifications as well as meeting or exceeding our customers' contract and individual requirements.
- Fully implementing and complying with all provisions of the [CompanyName] Quality Management System Manual.

All employees have the authority to:

- Stop work when continuing work may adversely affect quality or cover up a defect
- Prevent the use of equipment or materials that may adversely affect quality

2.2.8. Approval Authority Matrix

Decision / Record	Superintendent	Project QA/QC Manager	Corporate Quality Manager	Senior Manager	President	Project Manager
Approve ITP		✓	✓	✓		
Material Receiving Acceptance		✓				
Field Installation Acceptance	✓	✓				✓
NCR Disposition (routine)		✓	✓*			
Supplier Approval/Removal				✓	✓	
Policy/Objective Approval					✓	

*Escalate to Senior Manager when customer impact (cost/schedule/safety) or spec deviation.

5. PLANNING, COMMUNICATION AND COORDINATION

5.1. PROJECT STARTUP AND QUALITY CONTROL COORDINATION MEETING

Prior to the commencement of work, the Project Manager holds a meeting to discuss and coordinate how project work will be performed and controlled. Key personnel from [CompanyName], subcontractors and suppliers meet to review expectations for project quality results as well as quality assurance and quality control policies and procedures including:

- Key requirements of the project
- The Project Quality Assurance/Quality Control Plan
- Required quality inspections and tests
- The project submittal schedule
- Quality policies and heightened awareness of critical quality requirements
- Project organization chart and job responsibilities
- Methods of communication and contact information
- Location of project documents and records

Project Startup and Quality Control and Coordination Meetings are held in accordance with the Standard Operating Procedures (SOP) Manual.

5.2. PREPARATORY PLANNING

5.2.1. WORK TASK REQUIREMENTS REVIEW

In preparation for the start of an upcoming work task, the Superintendent reviews an integrated and coordinated set of documents that collectively define quality requirements for the work task including:

- Objectives and acceptance criteria of the work task
- Quality standards that apply to the work task
- Work instructions, process steps, and product installation instructions that apply to the work task
- Shop drawings
- Submittals
- Tools and equipment necessary to perform the work
- License, certification, or other qualification requirements of personnel assigned to work
- Required records of the process and resulting product
- The subcontractor contracted to perform the work, if applicable
- Customer contract requirements
- Required quality inspections and tests

- Method for clearly marking nonconformances to prevent inadvertent use
- Location of quality system records and documents
- Personnel training

5.2.2. Preparatory Site Inspection

The Superintendent also performs a quality inspection of the work area and:

- Assesses completion of required prior work
- Verifies field measurements
- Assures availability and receiving quality inspection status of required materials
- Identifies any nonconformances to the requirements for the work task to begin
- Identifies potential problems

5.2.3. Work Task Preparatory Quality Planning Meetings

Prior to the start of a work task, the Superintendent conducts a meeting with key company, subcontractor personnel responsible for carrying out, supervising, or inspecting the work, and interested customer representatives.

During the meeting, the Superintendent communicates the work task quality requirements and reinforces heightened awareness for critical requirements. Topics for a work task quality plan meeting include:

- Conflicts that need resolution
- Required quality documents and a verification of availability to personnel carrying out, supervising, or inspecting the work task
- Record keeping requirements and the availability of necessary forms
- Review methods and sequences of installation
- Special details and conditions
- Standards of workmanship
- Heightened awareness of critical quality requirements
- Quality risks
- Work tasks quality inspection form

5.3. Weekly Quality Planning and Coordination Meetings

The Superintendent conducts a meeting with key company, subcontractor, and supplier personnel responsible for carrying out, supervising, or inspecting the work, and interested customer representatives.

The meeting is held on a nominal weekly schedule. During the meeting, the Superintendent facilitates coordination among the participants, communication among the participants, and reinforces heightened awareness for critical requirements.

The Superintendent maintains a record of the meeting event in the Daily Quality Control Report.

5.4. DAILY QUALITY CONTROL REPORT

The Superintendent records a summary of daily work activities. The report will include:

- Schedule Activities Completed
- General description of work activities in progress.
- Problems encountered, actions taken, problems, and delays
- Meetings held, participants, and decisions made
- Subcontractor and Supplier and Company Crews on site
- Visitors and purpose
- General Remarks
- Improvement Ideas
- Weather conditions

5.5. MONTHLY QUALITY CONTROL REPORT

When a monthly quality control report is required by the Project Quality Plan, the Superintendent records a monthly status report. The report includes:

- A summary of work completed and work in progress
- Outstanding issues
- Issues resolved during the reporting period
- Outstanding potential change orders
- Project status with current project costs and estimated completion date
- A cost analysis summarizing actual costs to date and estimated future costs used to determine cost and schedule impact of quality issues
- Project pictures as appropriate

The Project Manager analyzes the monthly quality control reports and makes improvement recommendations if applicable.

10. EQUIPMENT AND MATERIAL CONTROLS

10.1. CONTROLLED MATERIAL IDENTIFICATION AND TRACEABILITY

The Project QA/QC Manager determines types of project materials that require quality controls.

For each type of quality-controlled material, the Project QA/QC Manager determines lot control traceability requirements, if any, and specifies the means of lot identification. Identification methods may include physical labels, tags, markings and/or attached certification documents.

When lot-controlled materials are received, the Superintendent or Qualified Inspector verifies that materials have the specified lot identifications.

The Superintendent, Crew Foreman or Qualified Inspector maintains lot identification at all production phases from receipt, through production, installation, or assembly, to final completion. Acceptable methods for preserving lot identification include physically preserving observable lot identifications, recording the lot identification on a work task quality inspection form or other work record, or collecting the physical lot identifier as a record along with supplemented with location.

If lot-controlled materials are without lot identification, the Superintendent, Crew Foreman, or Qualified Inspector deems the materials as nonconforming and segregates them and/or clearly marks them to prevent inadvertent use. The Superintendent treats the material according to the company policy for nonconformances. Only the Project QA/QC Manager can re-identify or re-certify the materials.

10.2. MATERIAL RECEIVING INSPECTION

The Superintendent, Crew Foreman or Qualified Inspector inspects or ensures that a qualified inspector inspects materials prior to use for conformance to project quality requirements. The receiving inspection includes a verification that the

- Correct material has been received
- Rejects/Defective Material rates can be tracked, and Supplier performance evaluated
- The material is identified and meets the traceability requirements for the material, if applicable
- Material certifications and/or test reports meet the specified requirements
- Materials are tested and approved for the specific application

The Superintendent or Crew Foreman ensures that each work task that uses the source inspected materials proceeds only after the material has been accepted by the material quality inspection or test.

The Superintendent or Crew Foreman or qualified inspector performs material receiving inspections and tests in accordance with SOP 9.3. Material Inspections and Tests in the Standard Operating Procedures (SOP) Manual.

10.3. SOURCE INSPECTIONS

Source quality inspections are required when quality characteristics cannot or will not be verified during subsequent processing. The Project QA/QC Manager determines if a source inspection is necessary to validate supplier quality before materials are delivered to the project jobsite.

The Superintendent or Crew Foreman ensures that each work task that uses the source inspected materials proceed only the material has been accepted by the source inspection.

10.4. CONTROL OF CUSTOMER AND EXTERNAL-PROVIDER PROPERTY

This control applies to property belonging to customers or external providers (e.g., materials, tooling/equipment, returnable containers, measurement standards, and documented information such as drawings, models, and personal data)."

Care will be exercised for customer property used by or under [CompanyName] control. [CompanyName] will identify, inspect, verify, control, and protect customer property with the procedures that apply to company purchased materials. If any customer property is lost, damaged, or otherwise found to be unsuitable for use [CompanyName] will report this to the customer.

We retain documented information for receipt/verification, condition, custody/usage, and return/disposition, including any loss/damage/unsuitable notifications to the customer.

10.5. PRESERVATION AND PROTECTION OF MATERIALS AND COMPLETED WORK

[CompanyName] will preserve and protect work in process, completed work, component parts, materials, and when applicable, delivery to the destination to maintain so that compliance with project requirements and standards. This includes handling, storage, protection from natural elements, and reducing risks of damage.

Completed work is protected from damage as specified by government regulations, contract technical specifications, industry standards, or product installation instructions.

The Project QA/QC Manager identifies supplemental protection requirements that apply to a specific project when they are necessary to assure quality results.

10.6. MATERIAL STORAGE

The Superintendent or Crew Foreman ensures all materials will be delivered, stored, and handled in a manner that protects them from damage, moisture, dirt, and intrusion of foreign materials.

Delivery of materials will be planned according to the work progress to minimize storage on site, where there are higher possibilities of damages and deterioration of materials.

Stored materials will be segregated to prevent cross contamination and limit losses should a delivery be rejected.

The Superintendent or Crew Foreman surveys stored materials during daily jobsite reviews and identifies any material that has incurred damage or otherwise become defective and therefore unfit for use.

10.7. CONTROLLED USE OF MATERIALS

The Project Manager ensures that contracts and purchase orders are awarded only to outside organizations qualified to perform the work task and/or supply materials as required for the specific project.

Only approved materials are used in the construction process. Only approved materials are specified in purchase and/or subcontracts.

Materials that are defective, deteriorated, damaged, or not approved are not used. The Superintendent or Crew Foreman clearly marks such materials for non-use or otherwise holds them aside.

When customer-supplied materials are lost, damaged, or otherwise found unsuitable for use, the Superintendent or Crew Foreman reports such findings to the customer.

When subcontractor–supplied materials are damaged or otherwise found unsuitable for use, the Superintendent or Crew Foreman reports such findings to the subcontractor.

The Superintendent or Crew Foreman ensures that construction uses only materials specified in the contract technical specifications, contract drawings, and approved submittals. Substitutions are made only by agreement of the customer and documented by a change order (see section 2.1.3.6).

10.8. CONTROLLED PRODUCT USE AND INSTALLATION

[CompanyName] construction activities conform to manufacturers' product use and installation instructions that apply to the construction process.

When installing a product, the Superintendent or Crew Foreman has access to all applicable product installation instructions.

10.9. EQUIPMENT CONTROLS

Equipment controls include:

1. Inventory — Maintain an equipment register listing ID/location, critical characteristics, and PM intervals.
2. Preventive Maintenance — Follow manufacturer or internal PM procedures; record PM completion and service/repair.

3. Pre-Use Checks — Operators verify safety guards, tooling, and settings suitable for the job; report defects; remove unsafe equipment from service.
4. Post-Maintenance Verification — Field layout templates/patterns (if required).
5. Hand-off to HSE — Lockout/tagout and safety maintenance requirements managed per the Safety program.

10.10. Equipment Preventive Maintenance

The Superintendent or qualified person performs preventive maintenance on company-owned and customer-supplied equipment, if applicable, based on the manufacturer's recommendations.

The Superintendent or qualified inspector performs a maintenance check on all critical equipment prior to use to avoid hazardous situations if it should fail.

10.11. Equipment and Materials Change Controls

Supplier/material substitutions, M&TE out-of-tolerance findings, or equipment/software changes are controlled per Section 7. Control of Changes (Operational Release); update AVL/PO quality clauses or M&TE records, quarantine affected items and resume only after release.

[CompanyName]

Quality System
Standard Operating Procedures

STANDARD OPERATING PROCEDURES

TABLE OF CONTENTS

SOP 11: CHANGE CONTROL

Version: 1.0
Effective Date: [Insert Date]
Approved By: [Insert Approver]

Purpose

To control operational and contractual changes so only current, approved requirements are used, impacts are assessed, and revised documents (drawings/CAM, ITPs, travelers, checklists, PO clauses) are issued to all points-of-use before work proceeds.

Scope

All project changes: RFIs, bulletins/ASIs, change orders, drawing/model/CAM revisions, material/substitution approvals, method/inspection/test updates, and sequencing/responsibility shifts.

Responsible Persons

- Project Manager – contract/change proposal and customer-facing coordination.
- Corporate Quality Manager – quality planning & ITP changes.
- Design Manager – drawings/model/CAM release.
- Senior Manager/Operations – resources & schedule alignment.
- Project QA/QC Manager – records & objective evidence.

Forms & Records (this SOP)

- Change Order Form
- Change Impact & Planning Checklist (complete prior to implementation)
- Change Log (RFI / ASI / CO)
- RFI Log
- All completed documents are controlled per SOP 29/30 (Document/Records Control).

Procedure

1. Identify & Log — Initiator records the change reference on the RFI Log or Change Log and opens a Change Order Form if cost/schedule is affected.
2. Assess Impacts — Complete the Change Impact & Planning Checklist (acceptance criteria/SMACNA class, hangers/seismic, dampers/firestop, leakage/TAB; drawings/CAM; ITP lines; travelers; checklists; PO clauses; resources/competence; customer witness).
3. Plan Revisions — Update affected documents: Drawings/Model/CAM (Design Manager) and withdraw superseded info at point-of-use; ITP lines/hold-witness and travelers/checklists (Corporate Quality Manager & Project QA/QC Manager); communications to shop/field/procurement/subs/customer.
4. Approval/Disposition — Obtain required customer approvals (CO, approved-as-noted) and internal releases before work resumes.
5. Implementation Gate — Work under the changed condition may start only when current revisions are at point-of-use (superseded withdrawn), resources/competence confirmed,

customer witness (if required) scheduled, and ITP/travelers/checklists updated and briefed to crews.

6. Verification & Records — Verify first-off/hold-points; capture evidence; file the updated Change Log, RFI Log, revised docs, communications, and acceptance records.

Acceptance Criteria

- Zero superseded documents at point-of-use.
- ITP/Traveler lines updated and linked to change reference.
- Approvals and communications traceable in the record set.

Revision History

Rev	Date	Description of Change	Approved By

[CompanyName]
Change Order Form

Change Order ID#	Project ID	Project Name	Preparer and Date
	[ProjectNumber]	[ProjectName]	

Requestor Name: _____ Date: _____ Request Reference Document: _____	Contract change requested by: ☐ [CompanyName] ☐ Client ☐ Architect/Engineer ☐ Project Manager ☐ Code Enforcement Official ☐ Other:
Change order description:	Reason(s)s for change order: Supporting documentation provided:
Time Extension Required: ☐ Yes ☐ No Number of Days*: _____ Reason: Supporting documentation attached:	Cost Change Required? ☐ Yes ☐ No Amount* $ _____ Reason: Supporting documentation attached:
Customer Approval: Name/Date _____	[CompanyName] Approval: Name/Date _____

[CompanyName]
Change Impact & Planning Checklist

Project ID	Project Name	Preparer	Date
[ProjectNumber]	[ProjectName]		

Complete before implementing any change. Attach RFIs/ASIs/COs and revised documents.

Item	Questions / Criteria	Owner	Action Required	Due Date	Done (✓)
Purpose & Description	What is changing and why (customer/coordination/internal)?				
Conformity	Does this affect acceptance criteria (SMACNA class/gauge, seams/joints, hangers/seismic, dampers, firestop, leakage/TAB)?				
Documents to Revise	Drawings/CAM, ITP lines/hold points, travelers, checklists, submittals, PO clauses, AVL?				
Resources	People/competence, calibrated instruments, tooling/fixtures, materials/lots, access equipment?				
Responsibilities	Who approves and who performs inspections/tests? Is customer witness required?				
Communication	Who must be notified? Shop, field, procurement, subs/vendors, customer?				
Superseded Withdrawal	Have superseded docs been removed from point-of-use?				
Verification	Have revised ITP/traveler/checklists been posted and briefed prior to work?				
Records	Update Change Log and attach RFIs/ASIs/COs; file revised documents to register.				

Notes:

[CompanyName]
Change Log (RFI / ASI / CO)

Project ID	Project Name	Preparer	Date
[ProjectNumber]	[ProjectName]		

Use to consolidate changes across RFIs, bulletins/ASIs, and change orders. Link to revised documents.

Change Ref	Type (RFI/ASI/CO)	Title	Initiated (Date)	Approved (Date)	Scope Summary	Cost Impact	Schedule Impact (days)	Documents Affected	Status/Notes

[CompanyName]
RFI Log

Project ID	Project Name	Preparer	Date
[ProjectNumber]	[ProjectName]		

Record all information requests, responses, and impacts.

RFI #	Title/Question	Discipline	Submitted To	Submitted (Date)	Response (Date)	Response Summary	Impact (Cost/Schedule/Quality)	Linked Change #	Notes

SOP 24: Project Completion and Closeout Inspection

Version: 1.0
Effective Date: [Insert Date]
Approved By: [Insert Approver]

Purpose

To define the process for performing a final inspection to confirm project completion in accordance with contract requirements.

Scope

All projects prior to final acceptance and handover to the customer.

Definitions

Pre-Final Inspection: An internal inspection to verify readiness for customer review.
Final Inspection: A customer-conducted inspection to approve project completion.

Responsible Person(s)

Quality Manager, Superintendent, Project Manager.

Procedure

1. Schedule a pre-final inspection with the Quality Manager to review all work against contract requirements.
2. Identify and record any deficiencies or punch list items.
3. Assign responsibility and due dates for all corrective actions.
4. Conduct a follow-up inspection to verify completion of all items.
5. Notify the customer that the project is ready for final inspection and acceptance.
6. Record all inspections, deficiencies, and corrective actions in project closeout documentation.
7. Collect customer feedback at closeout using the Customer Satisfaction Survey and capture any additional comments in the final review meeting minutes; transmit results to QA/QC for trending.

Revision History

Rev	Date	Description of Change	Approved By

[CompanyName]
Punchlist / Deficiency Log

Project ID	Project Name	Punch List Type
[ProjectNumber]	[ProjectName]	☐ Work Tasks _____
Inspection Date	**Preparer**	☐ Project Final Punch
		☐ Pre-Final Customer Inspection
		☐ Final Acceptance Inspection

Track open items to completion and verification.

Item #	Location	Description	Discipline	Date Identified	Responsible Party	Target Date	Date Closed	Verified By	Notes

[CompanyName]
Project Completion Inspection Form

Project: ID:	Project Name:	Location/Area:	
[ProjectNumber]	[ProjectName]		

Compliance Verification

- ☐ Compliance with material inspection and tests
- ☐ Compliance with inspection requirements
- ☐ Compliance with functional tests if required
- ☐ Compliance with inspection and test plan
- ☐ Punch lists corrections complete

Heightened Awareness Checkpoints

- ☐ [Insert items identified at project startup, preparatory and status meetings]
- ☐
- ☐
- ☐
- ☐

Notes:

Reported Nonconformances:

Verification of Project Completion (sign and date)

Project Superintendent verified complete to specifications (sign and date)	Sign and date*:
Quality Manager verified complete to specifications (sign and date)	Sign and date*:

* On behalf of the contractor, I certify that this report is complete and correct, and equipment and material used, and work performed during this reporting period is in compliance with the contract drawings and specifications to the best of my knowledge except as noted in this report.

[CompanyName]
Turnover Documentation Checklist (Closeout)

Project ID	Project Name	Preparer*/Date
[ProjectNumber]	[ProjectName]	

Use at project closeout to confirm all deliverables are submitted.

Deliverable	Included (Y/N)	Location/Ref	Reviewed By	Date	Notes
Approved submittals (final)					
ITP and inspection records (complete)					
Test reports					
O&M manuals and warranties					
As-built drawings and redlines					
Training records and attendance					
Spare parts/tools (if required)					
Customer satisfaction survey					

Production Notes:

Reported Nonconformances:

Verification of Work Task Completion (sign and date)	
Inspector Name	Date of Inspection:
Signature	Time:

* On behalf of the contractor, I certify that this report is complete and correct, and the equipment and material used, and work performed during this reporting period is in compliance with the contract drawings and specifications to the best of my knowledge except as noted in this report.

[CompanyName]
Customer Satisfaction Survey (Short)

Project ID	Project Name	Preparer	Date
[ProjectNumber]	[ProjectName]		

Complete at closeout or substantial completion. 1=Poor, 5=Excellent.

Category	Score (1-5)	Comments
Quality of installation		
Adherence to schedule		
Communication & responsiveness		
Documentation & turnover		
Overall satisfaction		

Notes:

For More Information:

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Contact: First Time Quality

443-292-9514

edc@firsttimequality.com